

WORKING WITH THE STYLES

Checklist for Working with Assertives

Do	Don't
1. Be clear, specific, brief, and to the point.	1. Don't ramble on, or waste their time.
2. Stick to business.	2. Don't try to build personal relations.
3. Come prepared with all requirements, objectives, and support material in well-organized package.	3. Don't forget or lose things, don't be disorganized or messy, don't confuse or distract their mind from business.
4. Present the facts logically, plan your presentation efficiently.	4. Don't leave loopholes or cloudy issues — if you don't want to be zapped.
5. Ask specific, preferably <i>what</i> questions.	5. Don't ask rhetorical questions or useless ones.
6. Provide alternatives and choices for making decisions.	6. Don't come with a ready-made decision, and don't make it for them.
7. Provide facts and figures about probability of success or effectiveness of options.	7. Don't speculate wildly or offer guarantees and assurances where there is a risk in meeting them.
8. If you disagree, take issue with the faces, not the person.	8. If you disagree, don't let it reflect on them personally.
9. If you agree, support results, not the person.	9. If you agree, don't reinforce with "I'm with you."
10. Motivate and persuade by referring to objectives and results.	10. Don't try to convince by personal means.

Checklist for Working with Animateds

Do	Don't
1. Plan interaction that supports their dreams and intentions.	1. Don't legislate or muffle.
2. Leave time for relating, socializing.	2. Don't be curt, cold, or tight-lipped.
3. Talk about people and their goals, opinions they find stimulating.	3. Don't drive on to facts and figures, alternatives, abstractions.
4. Put details in writing, pin them to modes of action.	4. Don't leave decisions hanging in the air.
5. Ask for their opinions/ideas regarding people.	5. Don't waste time trying to be impersonal, judgmental, and task-oriented.
6. Provide ideas for implementing action.	6. Don't dream with them or you will lose time.
7. Use enough time to be stimulating, fun-loving, fast moving.	7. Don't kid around too much, or stick to the agenda too much.
8. Provide testimonials from people they see as important, prominent.	8. Don't talk down to them.
9. Offer specials, immediate, and extra incentives for their willingness to take risks.	9. Don't be dogmatic.

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Checklist for Working with Analyticals

Do	Don't
1. Prepare your case in advance.	1. Don't be disorganized or messy.
2. Approach in a straightforward, direct way, stick to business.	2. Don't be giddy, casual, informal, and loud.
3. Support their principles, use thoughtful approach, and build your credibility by listing pros and cons to any suggestion you make.	3. Don't rush the decision-making process.
4. Make an organized contribution to their efforts, present specifics and do what you say you can do.	4. Don't be vague about what is expected of either of you, don't fail to follow-through.
5. Take your time, give them time to be thorough, but be persistent.	5. Don't dilly-dally.
6. Draw up a scheduled approach to implementing action with step-by-step timetable; assure them that there won't be surprises.	6. Don't leave things to chance or luck.
7. If you agree, follow through.	7. Don't provide special personal incentives.
8. If you disagree, make an organized presentation of your position.	8. Don't threaten, cajole, wheedle, coax, or whimper.
9. Give them time to verify reliability of your actions, be accurate, realistic.	9. Don't use testimonies of others or unreliable sources, don't be haphazard.
10. Provide solid, tangible, practical evidence.	10. Don't use the opinion of just anyone as evidence.
11. Minimize risk by providing guarantees over a period of time.	11. Don't use gimmicks or clever, quick manipulations.
	12. Don't push too hard or be unrealistic with deadlines.

Checklist for Working with Amiables

Do	Don't
1. Start, however briefly, with a personal comment. Break the ice.	1. Don't rush headlong into business or the agenda.
2. Show sincere interest in them as people, find areas of common involvement; be candid and open.	2. Don't stick coldly or harshly to business, on the other hand, don't lose sight of goals by being too personal.
3. Patiently draw out personal goals and work with them to help achieve these goals, listen, and be responsive.	3. Don't force them to respond quickly to your objectives. Don't say, "Here is how I see it."
4. Present your case softly, nonthreateningly.	4. Don't be domineering or demanding. Don't threaten with positon power.
5. Ask <i>how</i> questions to draw their opinions.	5. Don't debate about facts and figures.
6. Watch carefully for possible areas of early disagreement of dissatisfaction.	6. Don't manipulate or bully them into agreeing because they probably won't fight back.
7. If you disagree, look for hurt feelings, personal reasons.	7. Don't patronize or demean them by using subtlety or incentive.
8. Define clearly (preferably in writing) individual contributions.	8. Don't be abrupt and rapid.
9. Provide guarantees that their decision will minimize risk, and give assurances that provide them with benefits.	9. Don't be vague, don't offer opinions and probabilities.
10. Provide personal assurances, clear, specific solutions with maximum guarantees.	10. Don't offer assurances and guarantees you cannot fulfill.
	11. Don't keep deciding for them or they will lose initiative, don't leave them without backup support.